

CRISIS NOTES

Crisis:

1) Systems are so complex that "prior" examination of components — or of individuals' purposes — cannot give adequate prediction.

Experimental approach needed: before and in crises (+ exercises, false alarms, simulations, drills, study of past crises).

2. Prepare to learn from next crisis — to improve performance in the crisis after next.

What are resources for this?

What are requirements, possibilities?

What has hindered analysis of past crises:

what data has been lacking?

3. Role of Allies (+ of opponents' allies).

Role of Publics. (Nature of Politicians).

4. Complexity of Communication; ambiguity, fallibility.

4. The Likelihood of Surprise.

The Reasons for Surprise.

The Impact of Surprise.

5. Incentives not to plan, imagine, analyze, discuss, declare, ~~to~~ explain, correct, prepare, insure.

Not to be explicit: to "let subordinates know what to expect, plan on..." (Lundblom, Diering;

6. The ambiguity of the Probe: What was the "experimenter" trying to find out, demonstrate? What did he think might happen? What would happen? What was his uncertainty? Why did he care; what is his problem?

7. Issue of Meaning of acts. (Meaning of U.S. declarations about U-2).

Process of influencing expectations:

furnishing evidence

(Strengthen belief in Hypothesis A — a set of conditional probes — by causing an experience ~~that~~ whose conditional probe he ~~would~~ earlier ~~has~~ regarded (would have regarded?) higher if A were true than if A were not true.)

8. Ambiguity of Intent

Wishfulness in "reading" Intent, Purpose.

9. Nature of "tension"

Uses of opponents' belief in the concept of "tension"

10. Meaning/uses/possibility of "loss of control."

Structure of "available options":

achievable desired consequences,
with their unavoidable or probable "costs"
(including undesired "signals")

Common channels introduce possibility of undesired
(+ possibly misleading or ambiguous) "signals."

(Meaning of "total mob" of Russians to Germans in
WWI: "if they are fired, they won't mistake.")

11. Crisis as Emotional (vs. plans, diplomacy,
primate place

|| ability of public to ^{emotion of} indisp. up, leaders — by
playing on their fears/hopes as politicians

Skybolt: McN, Thorngroft.

Kennedy: Cuba, Berlin.

Threat to domestic political position

Heys: politicians are not calm at
prospect of being voted out.

(Are civil servants?)

BSR: People in Policy Planning Staff are all frustrated:
must muscle in on the action.